



BY CPS HR CONSULTING

2025 Engagement Survey Results

City of Fargo

October 6, 2025

Background

- This report summarizes the overall results from the 2025 City of Fargo employee engagement survey.
- The survey was conducted by the Institute for Public Sector Employee Engagement, a division of CPS HR Consulting, an independent government agency.
- The survey included 81 questions in 11 categories, including 6 questions in an engagement index; plus 4 demographic questions; 2 questions asking about plans to stay or leave; and 3 open-ended questions.
- Department and divisions were tracked for accurate reports. Responses were anonymous.
- CPS HR administered the survey from Aug. 18 through Sept. 5, 2025.
- 68% (711) of employees responded to the survey.

What is Employee Engagement?



Image used under license from Microsoft.

“A heightened connection between the employee and their organization”

U.S. Merit Systems Protection Board

The Power of Federal Employee Engagement

Institute for Public Sector Employee Engagement Model



Adapted from *Engaging Government Employees* (American Management Association)
by Bob Lavigna

Levels of Engagement

Calculating Engagement Scores

Engagement Index Questions

- 1) I would recommend the City of Fargo as a good place to work
- 2) I am proud when I tell others I am part of the City
- 3) I feel a strong personal attachment to the City
- 4) The City inspires me to do the best in my job
- 5) I feel comfortable being myself at work
- 6) The City motivates me to help achieve its goals

Survey respondents rated their level of agreement with 6 engagement questions, using the following scale:

- 1 = strongly disagree
- 2 = disagree
- 3 = neither agree or disagree
- 4 = agree
- 5 = strongly agree
- X = don't know or no basis to judge

We then calculated a mean engagement score for each employee.

Note: We require responses to at least four (4) of the six (6) engagement index questions to calculate a score. Four (4) employees did not respond to at least four (4) engagement index questions and did not receive a significant score.

Calculating Engagement Levels



Fully Engaged

Mean score 4 or above



Somewhat Engaged

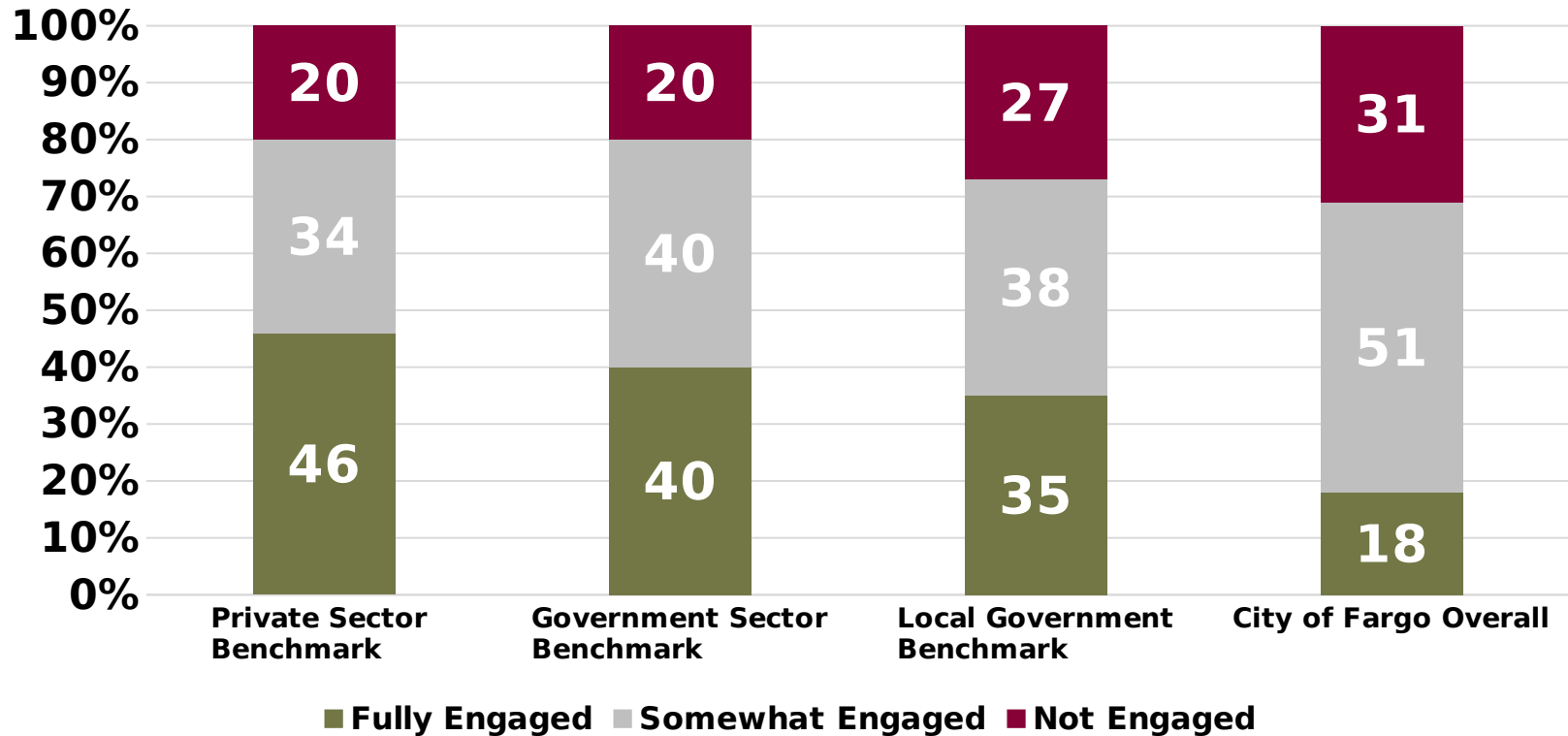
Mean score between 3 and 4



Not Engaged

Mean score 3 or below

Overall Engagement Levels



CPS HR's benchmarks are from a national poll designed to represent employees in the private sector, government sector, and each level of government (federal, state, and local) in a wide variety of industries. The most recent biennial poll was conducted in November 2023.

Analysis

Analytical Model



Understand
Engagement Levels

Levels by Group
Benchmarks and
Trends



Understand What
Drives Engagement
and Retention

Key Driver
Analysis
Stay/Leave
Differentiators



Identify Priorities for
Action

Ask “Why”
Develop Action
Plans

Drivers of Engagement

Categories

Previous research has found that these categories, or drivers, are related to employee engagement.

- My Work
- My Department's Mission
- My Department
- My Manager or Supervisor
- Leadership and Managing Change
 - Department
 - City
- Training and Development
- Resources and Workload
- Pay and Benefits
- Department Culture

Calculating Scores

For each category, we calculated an average score on a scale of 0-100 (i.e., percent positive responses).

Drivers of Engagement

Calculating the Drivers

We performed statistical analysis to determine the extent to which each category and question influences (drives) the overall engagement score, on a scale of 0-100 percent.

Drivers of Engagement

Recommended Focus Areas

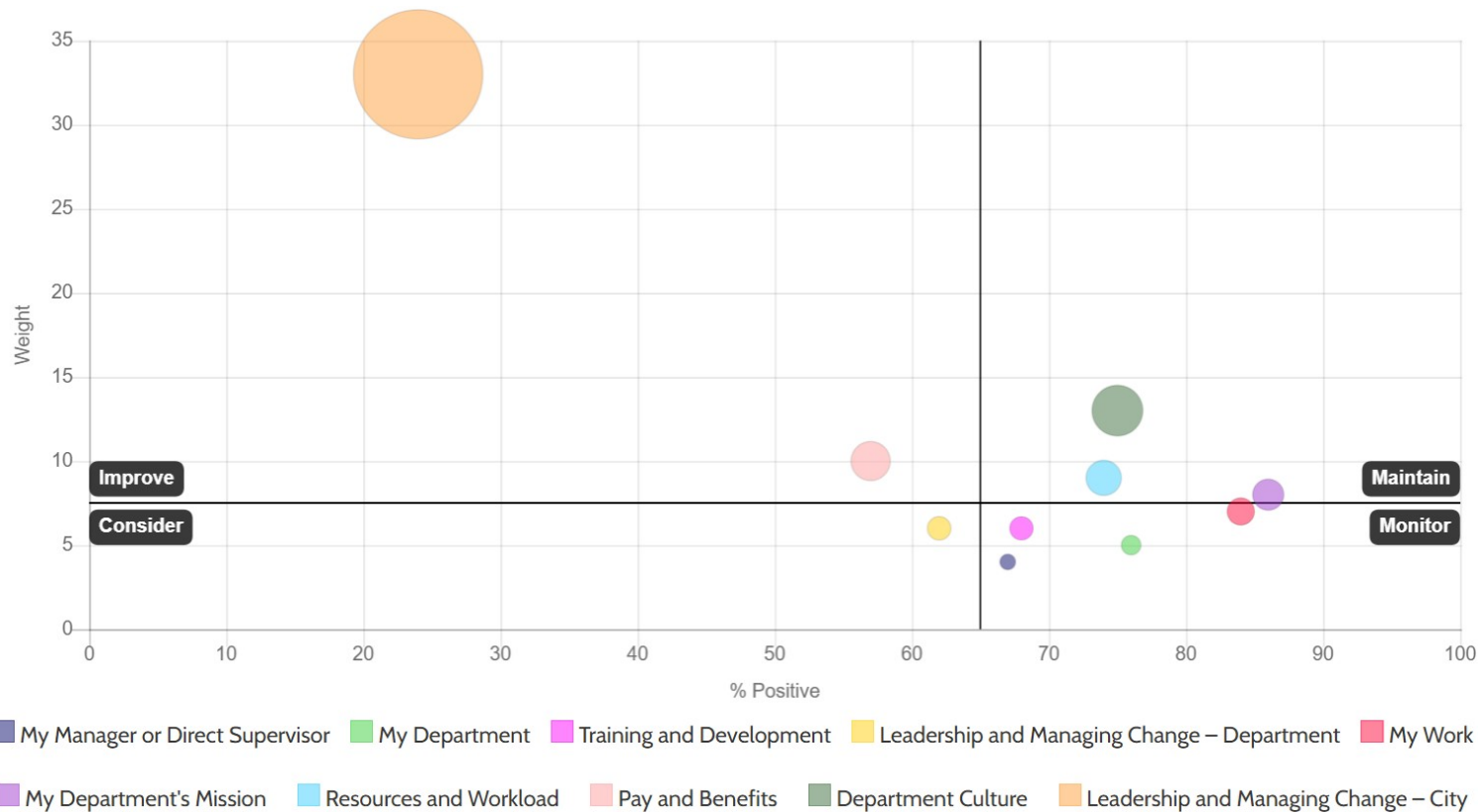
The following charts combine influence (relative weight from key driver analysis) and score (average % positive) to reveal the overall workplace areas – if maintained or improved – that are likely to have the biggest impact on the engagement score.

Quadrant Chart - Definition

Below are the definitions of the four quadrants in the following charts. We suggest that you pay attention to the questions in the “Improve” and “Maintain” quadrants.

IMPROVE High Influence / Low Score Focus on these low-scoring but high-influence questions because they have the greatest potential to improve the overall engagement score.	MAINTAIN High Influence / High Score Scores on these high-influence questions are already high. Therefore, continue to focus on these areas to maintain the engagement score.
CONSIDER Low Influence / Low Score Although these are low-influence questions, the relatively low scores suggest that they may be considered, but as lower priorities than the high-influence questions.	MONITOR Low Influence / High Score These are already high-scoring questions but are relatively lower in influence. Therefore, monitor these factors to assure the scores for these questions do not decline.

Overall Categories

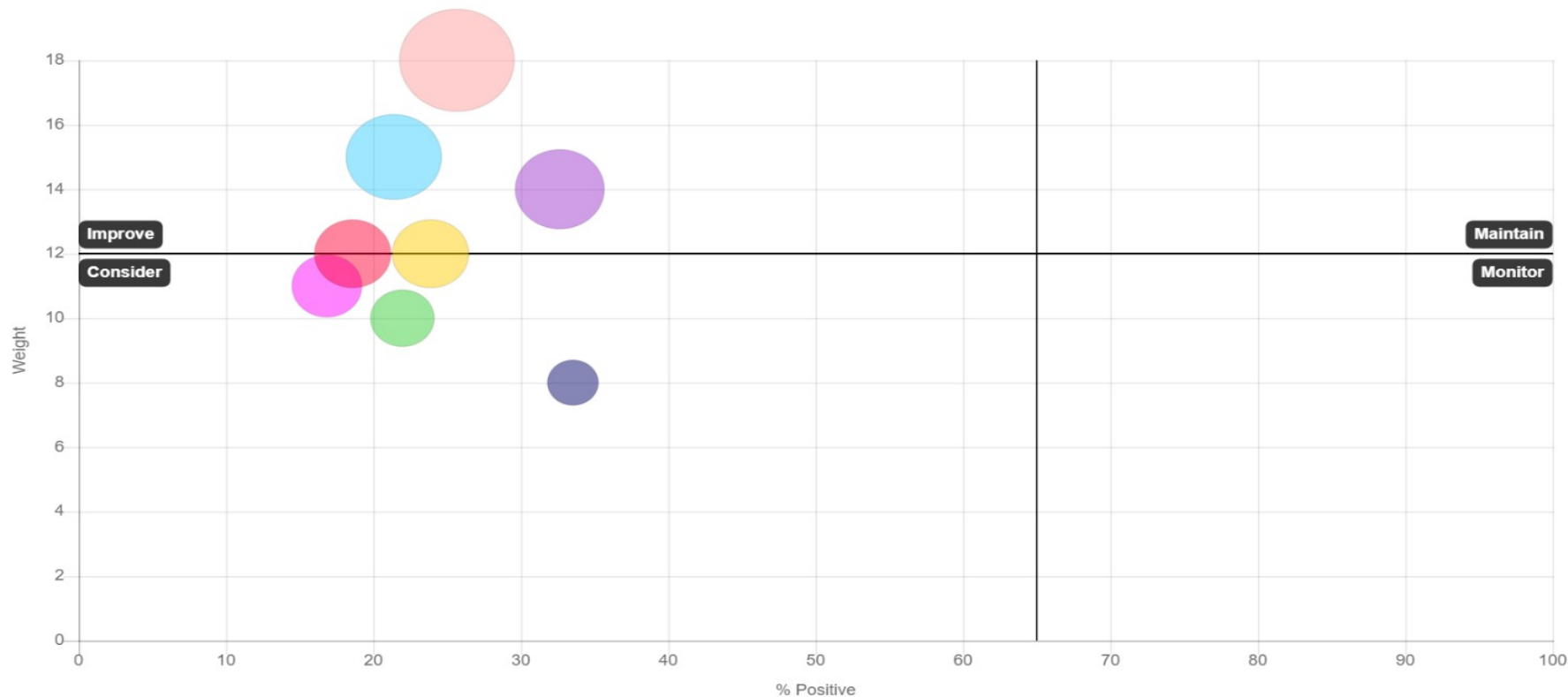


Drivers of Engagement – Questions

Recommended Focus Areas – Question-Level

The following charts combine influence (relative weight from key driver analysis) and score (% positive), for all employees, to reveal the questions – if maintained or improved – that are likely to have the biggest impact on the engagement score.

Leadership & Managing Change – City



■ City leaders are sufficiently visible (e.g., can be seen in action)

■ I believe the actions of City leaders are consistent with the City's values

■ When changes are made in the City, they are usually for the better

■ City leaders keep me informed about matters that affect me

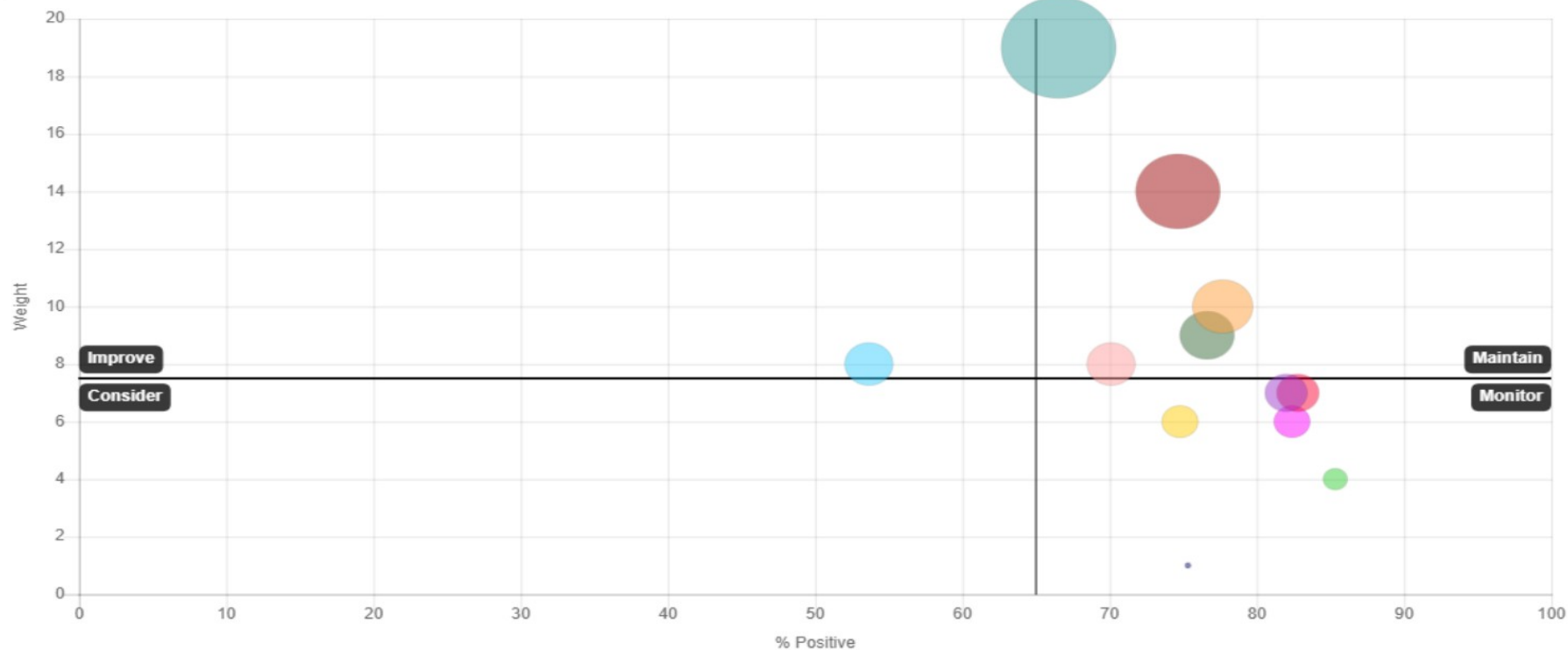
■ City leaders values ideas from employees

■ I believe City leaders care about employee well-being

■ City leaders create a positive workplace culture

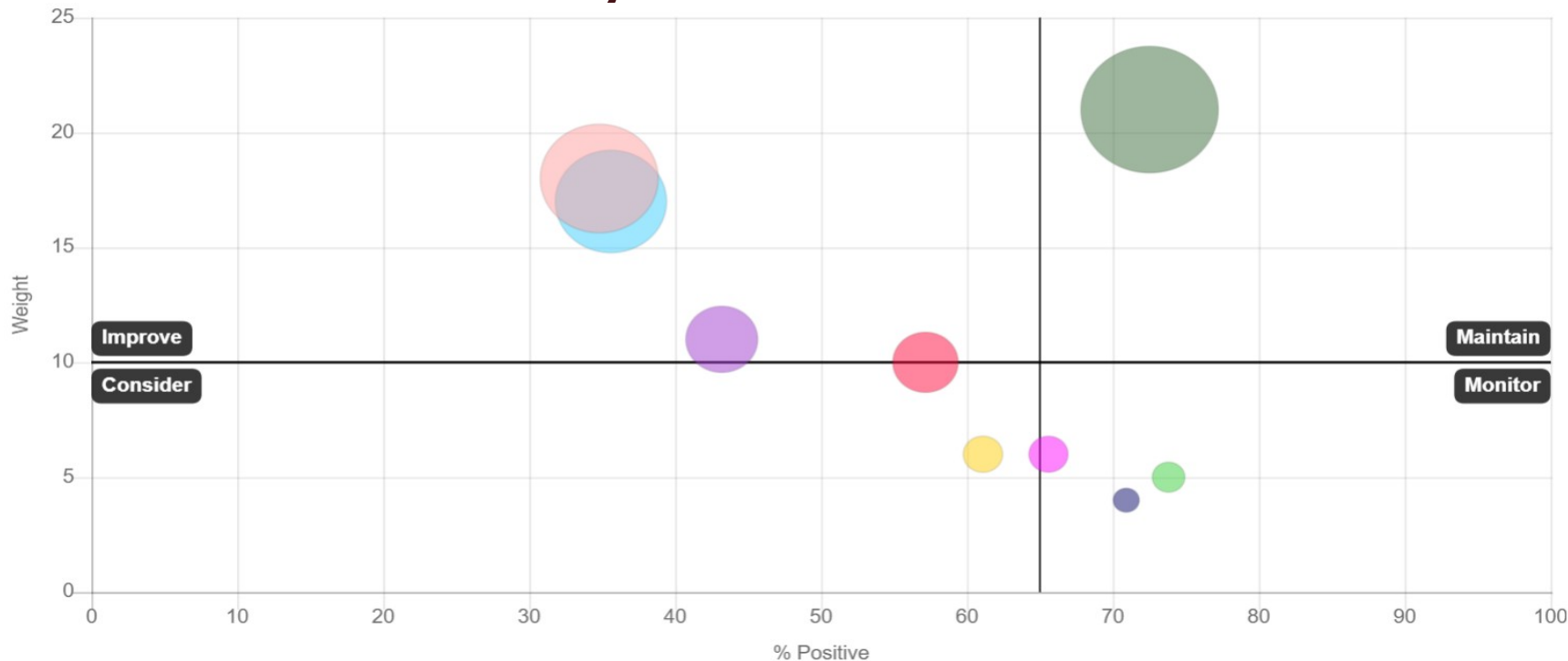
■ I feel that the City as a whole is managed well

Department Culture



- There is someone at work with whom I can openly discuss my personal feelings
- I feel safe in my department
- I feel like I belong in my department
- I can report a suspected violation of any law, rule or regulation without fear
- I feel welcome in my department
- I feel encouraged to learn from my mistakes at work
- It is safe to challenge the way things are done in my department
- I feel encouraged to come up with new and better ways of doing things
- I feel respected in my department
- I am treated fairly at work
- My department respects individual differences (e.g., cultures, working styles, backgrounds, ideas)
- I feel valued for the work I do

Pay & Benefits



■ I am satisfied with my Annual Leave (Vacation)

■ I am satisfied with my Sick Time

■ I am satisfied with my Retirement Plans

■ I am satisfied with my Other Medical Benefits (Dental, Vision, LTD/STD, FSA, HSA)

■ I am satisfied with my Health Insurance

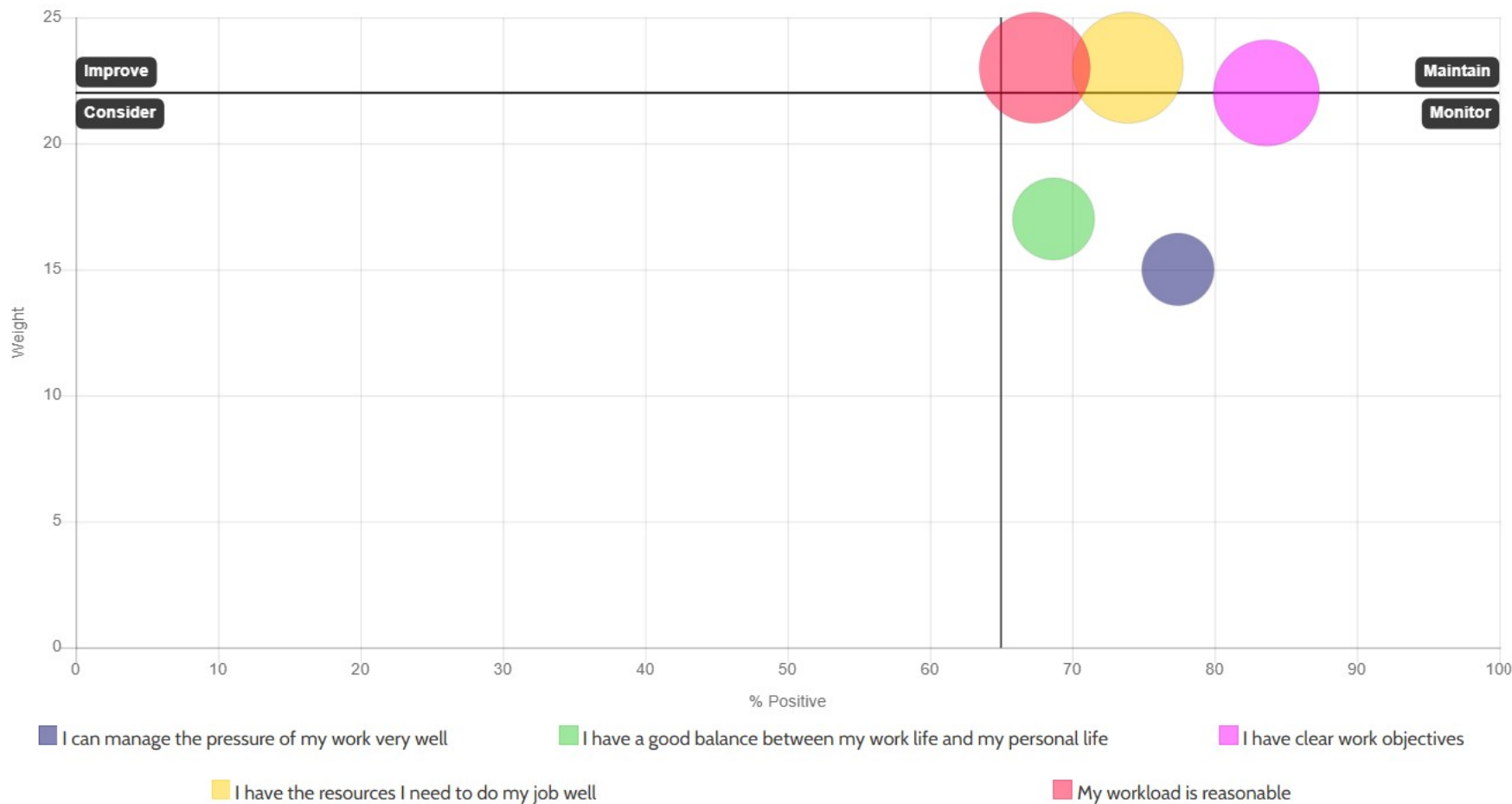
■ I am paid fairly for the work that I do

■ Compared to people doing a similar job in other organizations, I feel my pay is reasonable

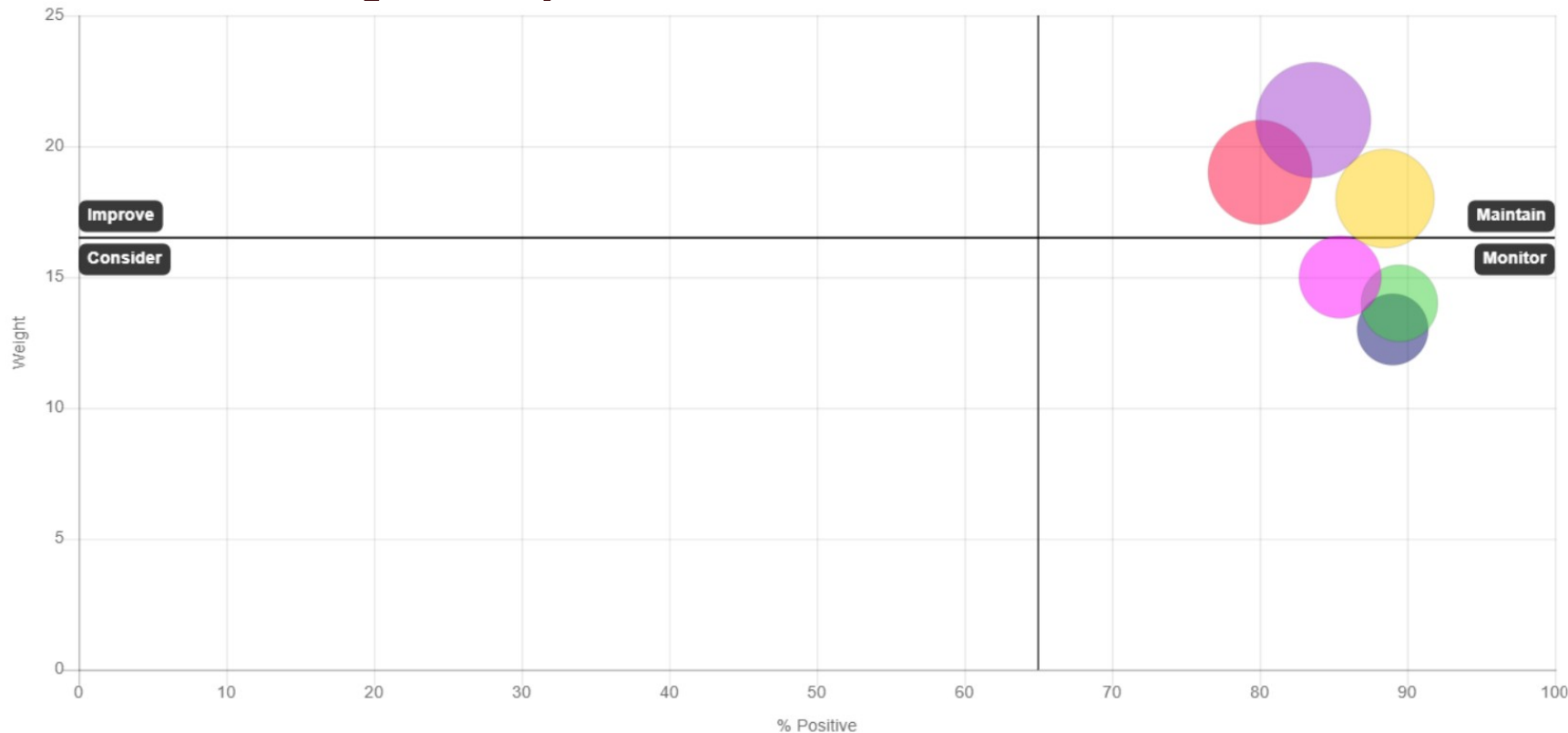
■ I feel that my pay adequately reflects my performance

■ I am satisfied with my Work Schedule Flexibility

Resources & Workload



My Department's Mission



■ I feel that I personally contribute to my department's successes

■ I know how my work supports my department's mission

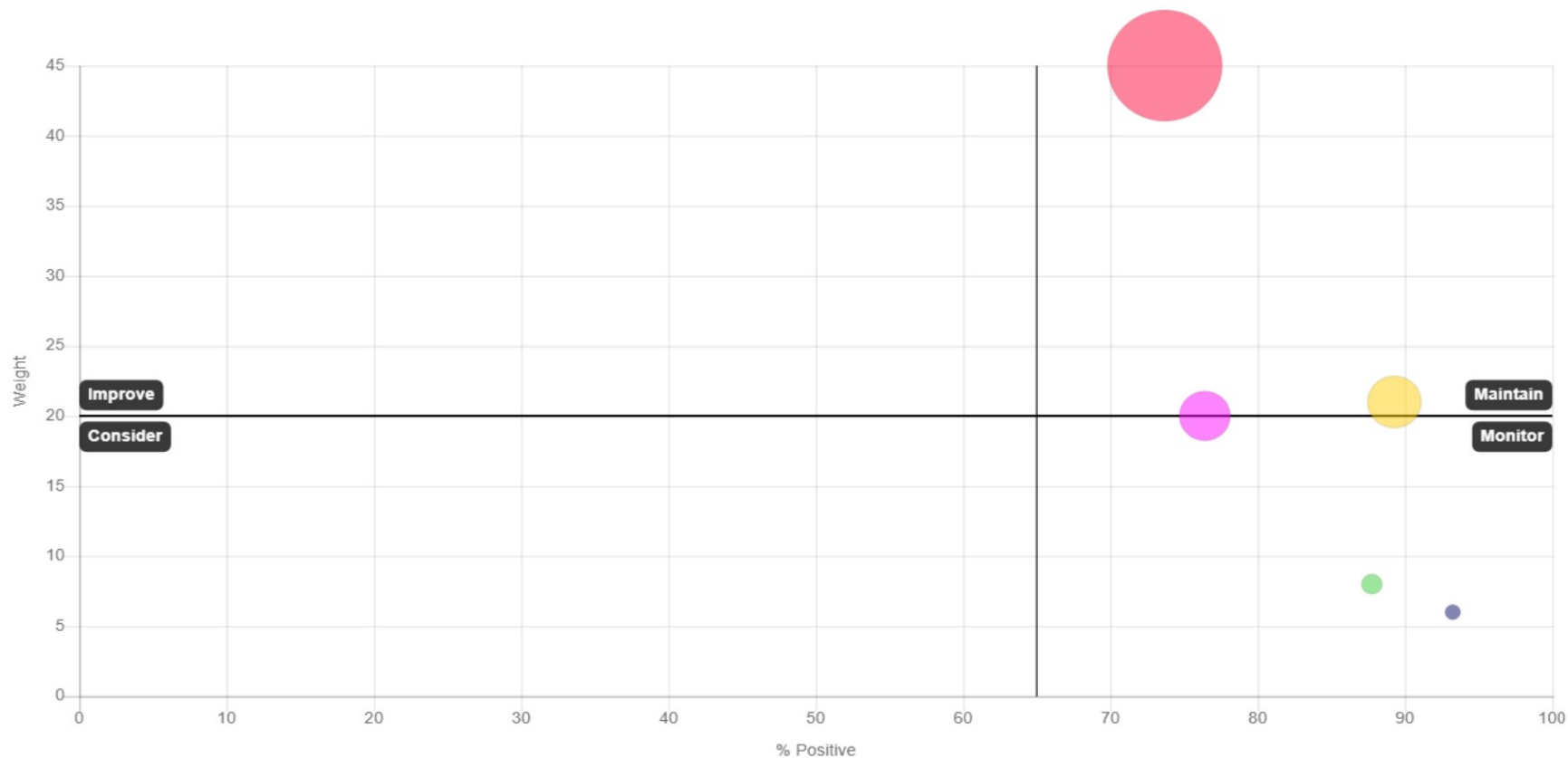
■ I have a clear understanding of my department's mission

■ My department's mission is important to me

■ My department is successful at accomplishing its mission

■ I feel I can make a difference by working here

My Work



■ I like the kind of work I do

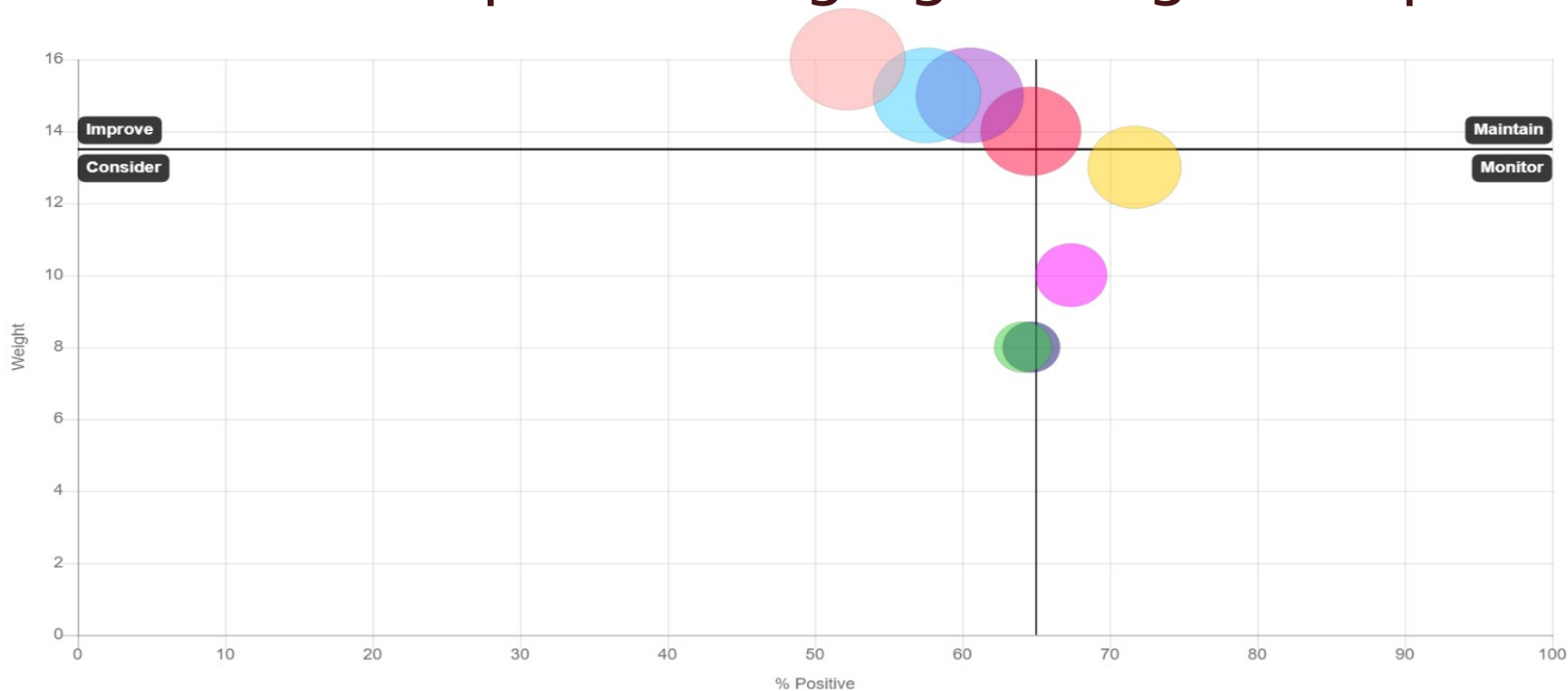
■ My job makes good use of my skills and abilities

■ I have a choice in deciding how I do my work

■ I know what is expected of me on the job

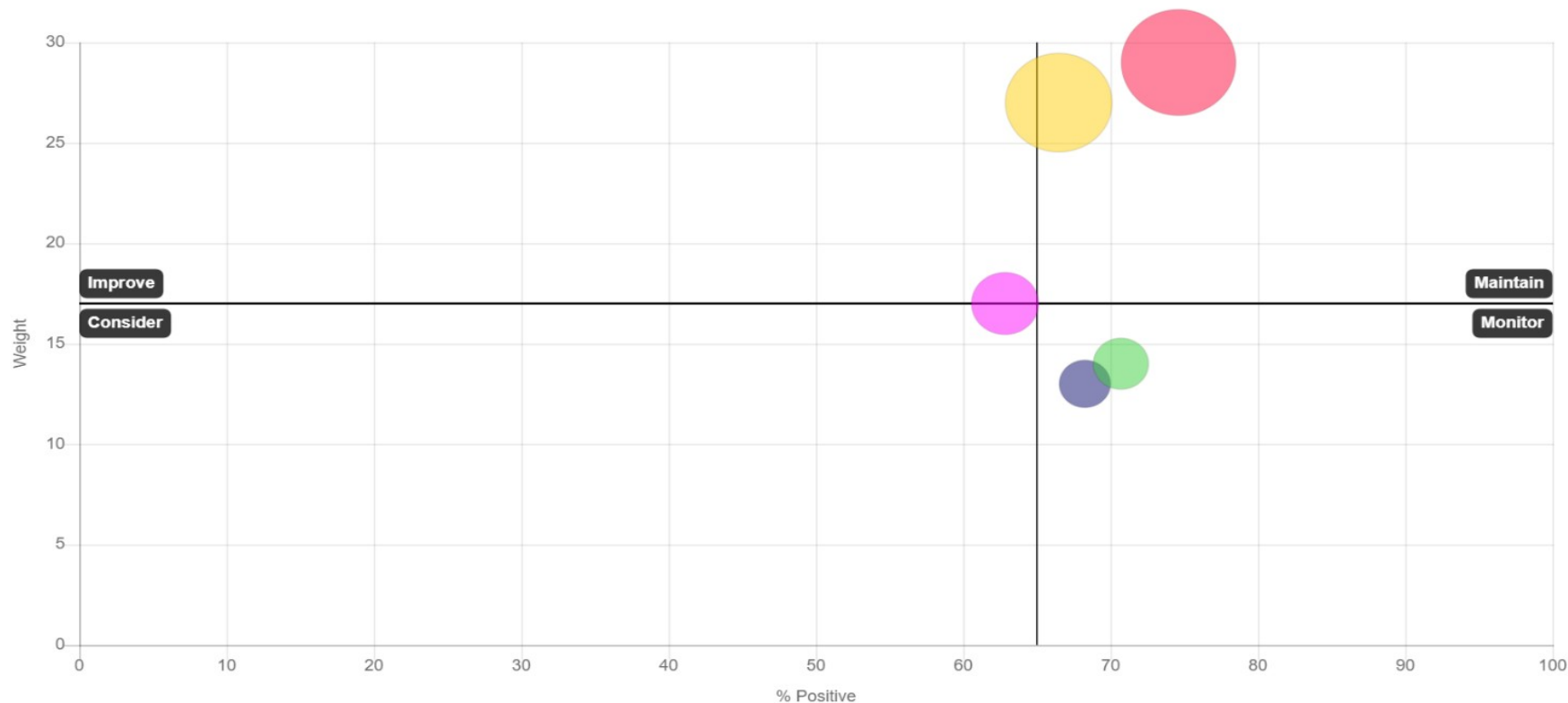
■ I have opportunities to provide input on decisions that affect my work

Leadership & Managing Change – Dept



- The leadership team in my department is sufficiently visible (e.g., can be seen in action)
- My department leaders keep me informed about matters that affect me
- I believe the actions of the leadership team are consistent with my department's values
- I believe my department's leadership team cares about employee well-being
- I feel that my department as a whole is managed well
- My leadership team values ideas from employees
- My leadership team creates a positive culture in my department
- When changes are made in my department, they are usually for the better

Training & Development



■ Training and development activities I have completed while working for my department are helping me to develop in my career

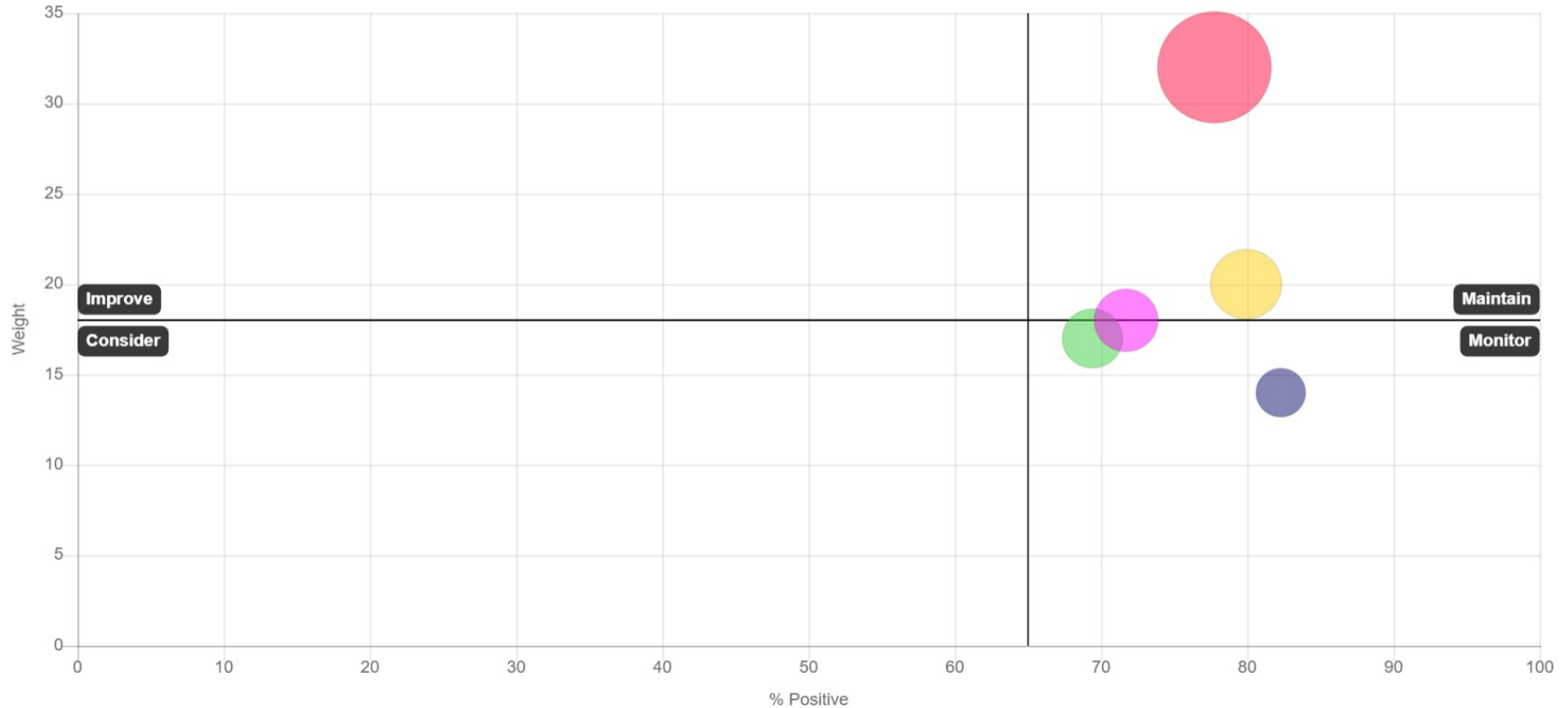
■ I get the training I need to do my job well

■ Training and development activities I have completed in the past 12 months have helped to improve my performance

■ I am given a real opportunity to improve my skills in my department

■ I get the information I need to do my job well

My Department



■ People in my department cooperate to get the job done

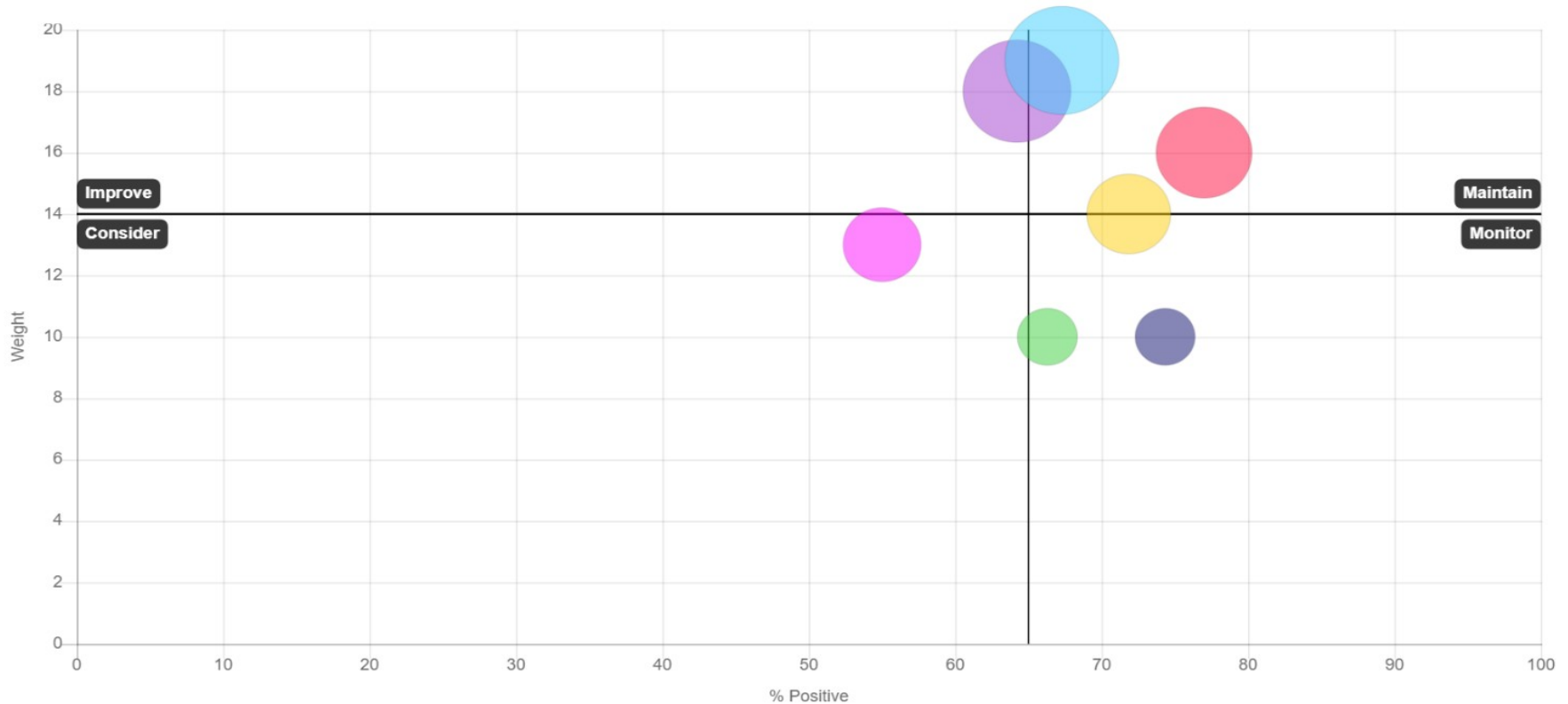
■ People in my department share information with each other

■ People in my department work together to find ways to improve

■ People in my department can be relied upon to help when things get difficult in my job

■ People in my department care about me as a person

My Manager or Supervisor



■ My supervisor keeps me informed about the issues affecting my work

■ My supervisor provides constructive feedback on my job performance

■ My supervisor talks with me about my professional development

■ My supervisor recognizes when I have done my job well

■ My supervisor is open to my ideas

■ My supervisor motivates me to be more effective in my job

■ My supervisor helps me to understand how I contribute to my department's mission

Summary – Areas to Maintain

- I feel valued for the work I do (*Department Culture*)
- My department respects individual differences (e.g., cultures, working styles, backgrounds, ideas)
- I am satisfied with my Work Schedule Flexibility
- I have the resources I need to do my job well
- My workload is reasonable
- I feel I can make a difference by working here
- My department is successful at accomplishing its mission
- My department's mission is important to me

Summary – Areas to Improve

- I feel that the City as a whole is managed well
- City leaders create a positive workplace culture
- I believe City leaders care about employee well-being
- Compared to people doing a similar job in other organizations, I feel my pay is reasonable
- I feel that my pay adequately reflects my performance

Additional Question-Level Analysis

Highest-Scoring Questions (% Positive)

Employees were MOST positive (above 85%) on the following questions:

QUESTION	NEGATIVE	NEUTRAL	POSITIVE ▼
I like the kind of work I do	1.7%	5.1%	93.2%
I know how my work supports my department's mission	3.3%	7.3%	89.5%
I know what is expected of me on the job	4.2%	6.5%	89.3%
I feel that I personally contribute to my department's successes	2.8%	8.2%	89%
My department's mission is important to me	1.7%	9.8%	88.5%
My job makes good use of my skills and abilities	5.9%	6.3%	87.7%
I have a clear understanding of my department's mission	6.8%	7.8%	85.5%
I feel safe in my department	5.1%	9.6%	85.3%

Lowest-Scoring Questions (% Positive)

Employees were LEAST positive (below 30%) on the following questions:

QUESTION	NEGATIVE	NEUTRAL	POSITIVE ▲
When changes are made in the City, they are usually for the better	36.2%	47%	16.8%
City leaders values ideas from employees	48.9%	32.5%	18.6%
I believe that City leaders will take action on the results from this survey	54.2%	26.8%	19.1%
City leaders create a positive workplace culture	44.7%	33.9%	21.4%
I believe the actions of City leaders are consistent with the City's values	44.2%	33.8%	22%
City leaders keep me informed about matters that affect me	44.4%	31.8%	23.9%
I feel that the City as a whole is managed well	47.1%	27.3%	25.7%

Largest Positive Gaps

Questions where employees were MORE positive than the local government benchmarks.

“Gap” is percentage point difference (on positive responses) from local government benchmarks.

QUESTION	NEGATIVE	NEUTRAL	POSITIVE	MEAN	GAP ▼
My supervisor talks with me about my professional development	20%	25%	55%	3.47	15
I believe my department's leadership team cares about employee well-being	13.5%	14.9%	71.7%	3.81	13
My leadership team values ideas from employees	17.1%	22.4%	60.5%	3.56	10
It is safe to challenge the way things are done in my department	27.5%	18.9%	53.6%	3.25	9
I feel like I belong in my department	5.1%	12.5%	82.4%	4.05	7
I feel encouraged to learn from my mistakes at work	5.7%	12.3%	82%	4.03	7
I can report a suspected violation of any law, rule or regulation without fear	11.6%	13.6%	74.8%	3.84	7

Largest Negative Gaps

Questions where employees were LESS positive than the local government benchmarks.

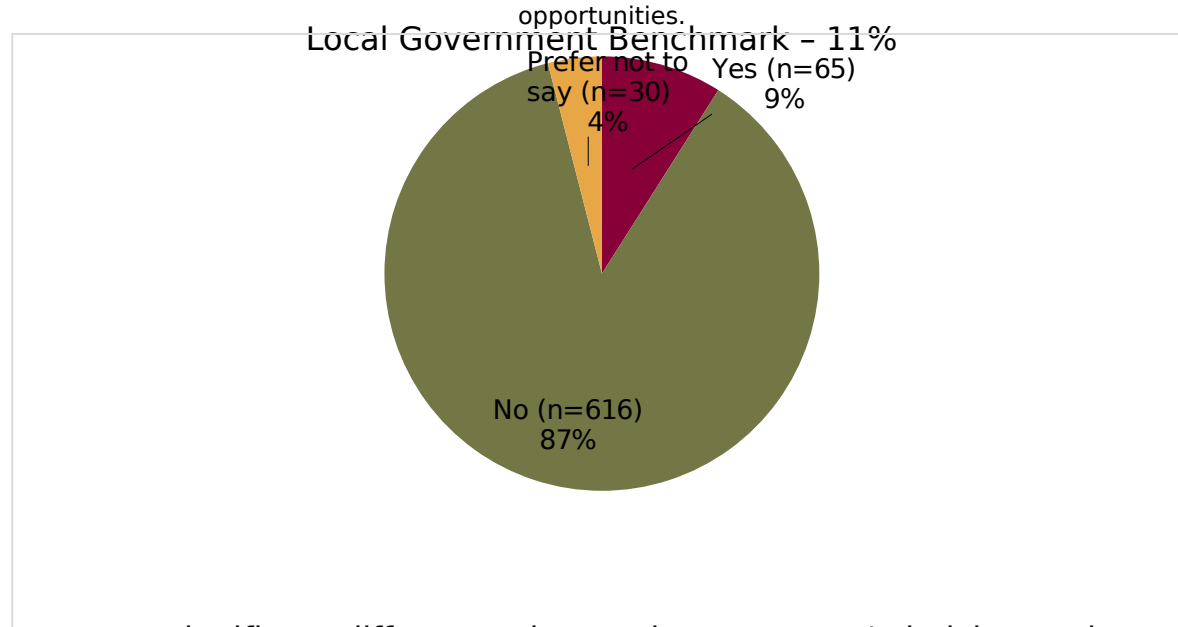
“Gap” is percentage point difference (on positive responses) from local government

QUESTION	NEGATIVE	NEUTRAL	POSITIVE	MEAN	GAP ▲
I believe the actions of City leaders are consistent with the City's values	44.2%	33.8%	22%	2.64	-46
The City inspires me to do the best in my job	22.6%	37.8%	39.6%	3.2	-43
City leaders keep me informed about matters that affect me	44.4%	31.8%	23.9%	2.65	-39
I feel that the City as a whole is managed well	47.1%	27.3%	25.7%	2.63	-37
City leaders create a positive workplace culture	44.7%	33.9%	21.4%	2.59	-32
The City motivates me to help achieve its goals	24.5%	39.7%	35.8%	3.12	-32
When changes are made in the City, they are usually for the better	36.2%	47%	16.8%	2.7	-30
City leaders values ideas from employees	48.9%	32.5%	18.6%	2.5	-30

Adverse Experiences – Discrimination

Have you personally experienced discrimination at work in the past year?

Discrimination is unjust treatment based on group, class, or other category to which one belongs or is perceived to belong. Someone who is discriminated against is treated unfairly based on certain characteristics or differences. Discrimination may occur in work-related decisions, including hiring, firing, promotions, work responsibilities, pay, availability of benefits, time off, or other work-related opportunities.

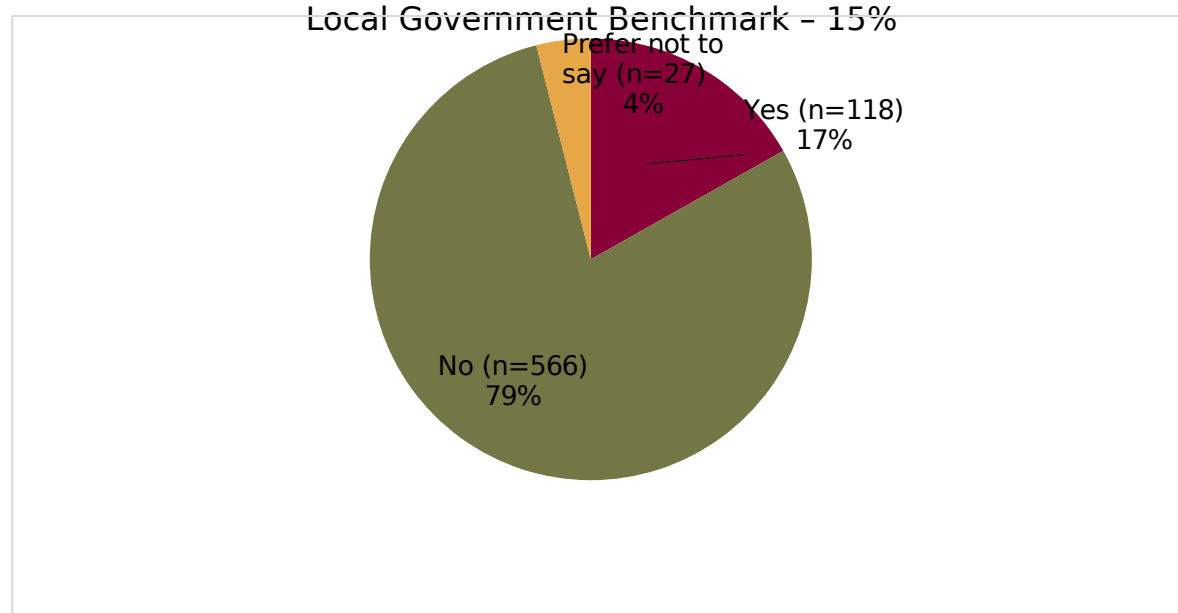


There were no significant differences by gender, age, race/ethnicity, or department.

Adverse Experiences – Bullying/Harassment

Have you personally experienced bullying or harassment at work in the past year?

Bullying or harassment is hostile or intimidating behavior where an individual may be singled out and subjected to unwanted experiences and is so severe and/or frequent that it negatively impacts the ability to work. It may include physical aggression (e.g., hitting or throwing an object), intimidating gestures, abusive language (e.g., name-calling), social exclusion or isolation, sabotage (intentional destruction) of work, or cyberbullying (using email or social media to threaten, embarrass, or cause damage to reputation).



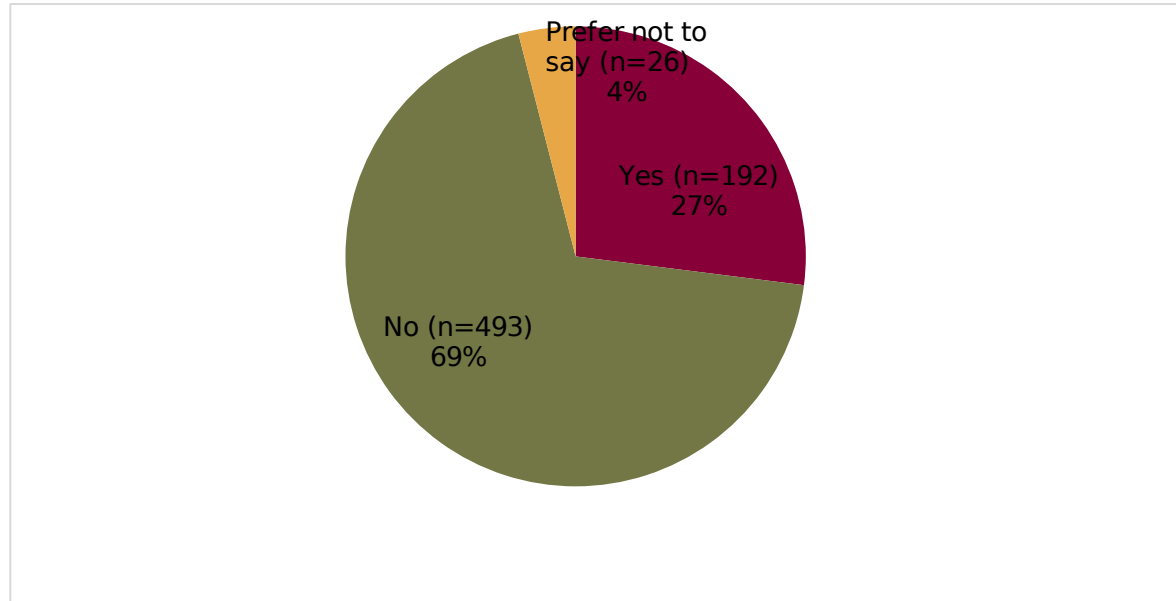
There were no significant differences by gender, age, race/ethnicity, or department.

Adverse Experiences – Microaggressions

Have you personally experienced any microaggression(s) at work in the past year?

Microaggressions are subtle or indirect statements or behaviors that may be offensive or reinforce a negative stereotype of a certain group, class, or other category. They may be unintentional, accidental, or unconscious, but still have a hurtful or harmful effect on the person. They may include a comment, question, or joke that makes someone feel scrutinized, uncomfortable, or not fully accepted for who they are at work.

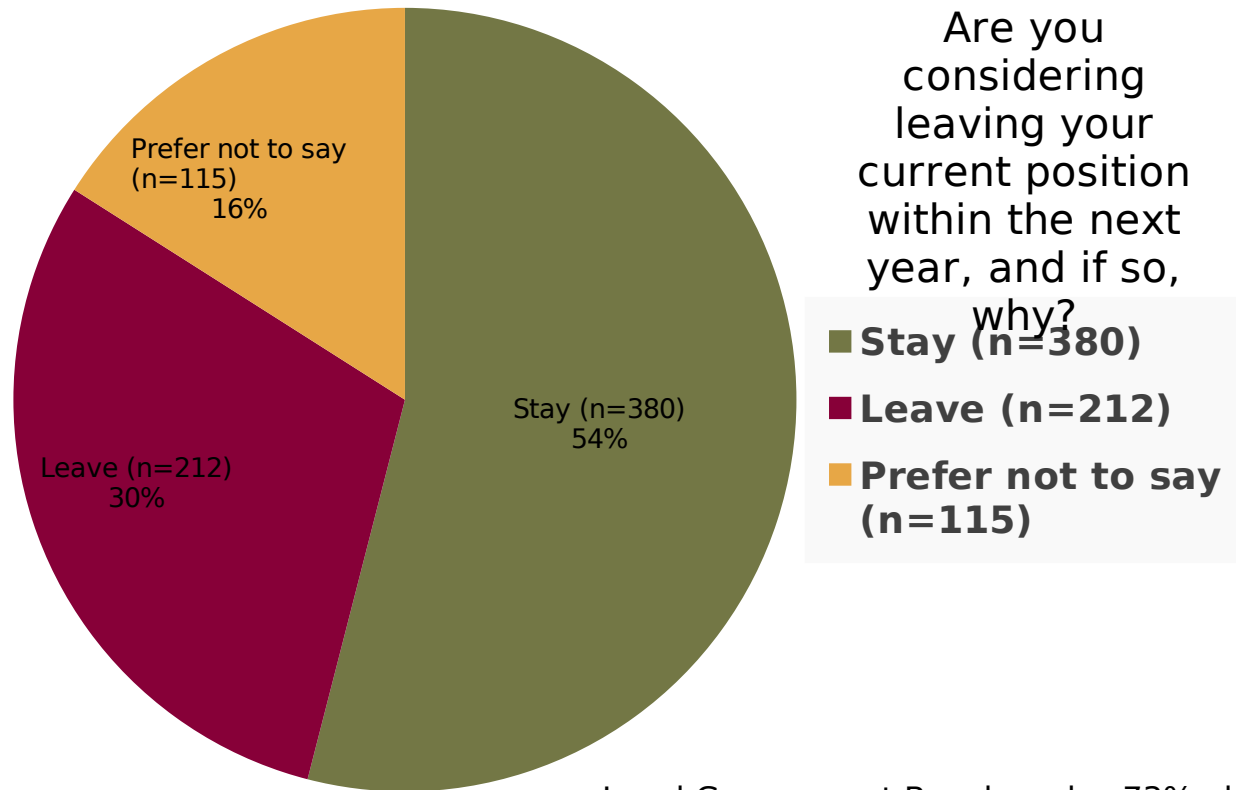
Local Government Benchmark – 21%



There were no significant differences by gender, age, race/ethnicity, or department.

Intent to Stay or Leave

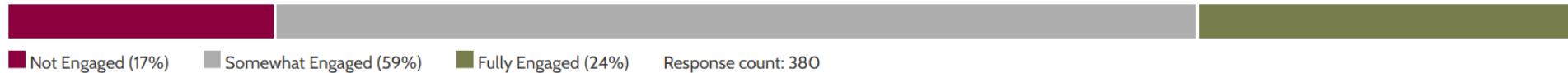
Intent to Stay or Leave



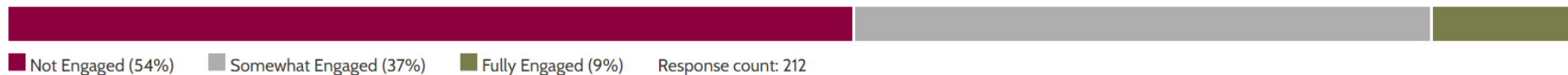
Local Government Benchmark - 73% plan to stay

Engagement Levels by Intent to Leave (Summarized)

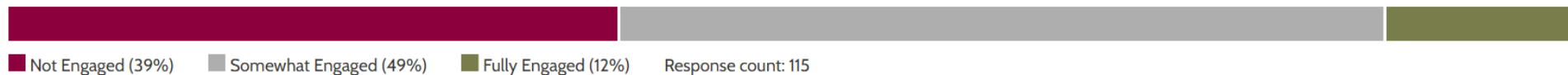
1. Stay



2. Leave



3. Prefer not to say



Engagement Levels by Intent to Leave (1 of 2)

Are you considering leaving your current position within the next year, and if so, why?

1. No



■ Not Engaged (17%) ■ Somewhat Engaged (59%) ■ Fully Engaged (24%) Response count: 380

2. Yes, to pursue a different position within my current department



■ Not Engaged (34%) ■ Somewhat Engaged (52%) ■ Fully Engaged (14%) Response count: 29

3. Yes, to pursue a position in another department



■ Not Engaged (38%) ■ Somewhat Engaged (56%) ■ Fully Engaged (6%) Response count: 16

4. Yes, to pursue a position outside the City – in another government agency (e.g., city or county, state, or federal)

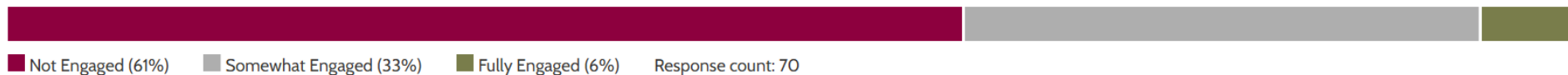


■ Not Engaged (70%) ■ Somewhat Engaged (24%) ■ Fully Engaged (6%) Response count: 71

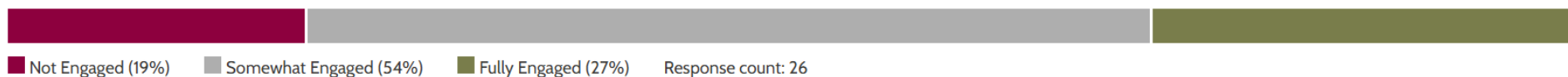
Engagement Levels by Intent to Leave (2 of 2)

Are you considering leaving your current position within the next year, and if so, why?

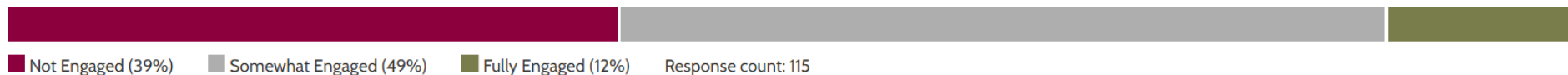
5. Yes, to pursue a position outside government (e.g., in a private sector company)



6. Yes, to retire

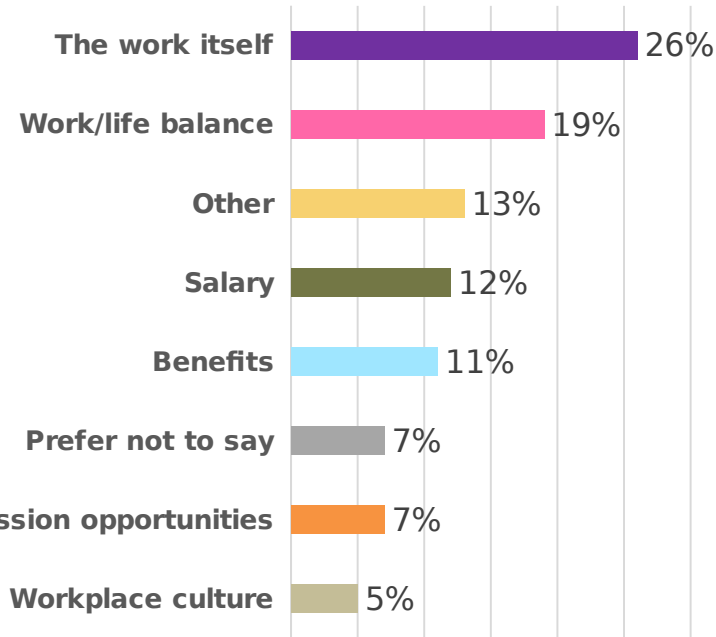


7. Prefer not to say

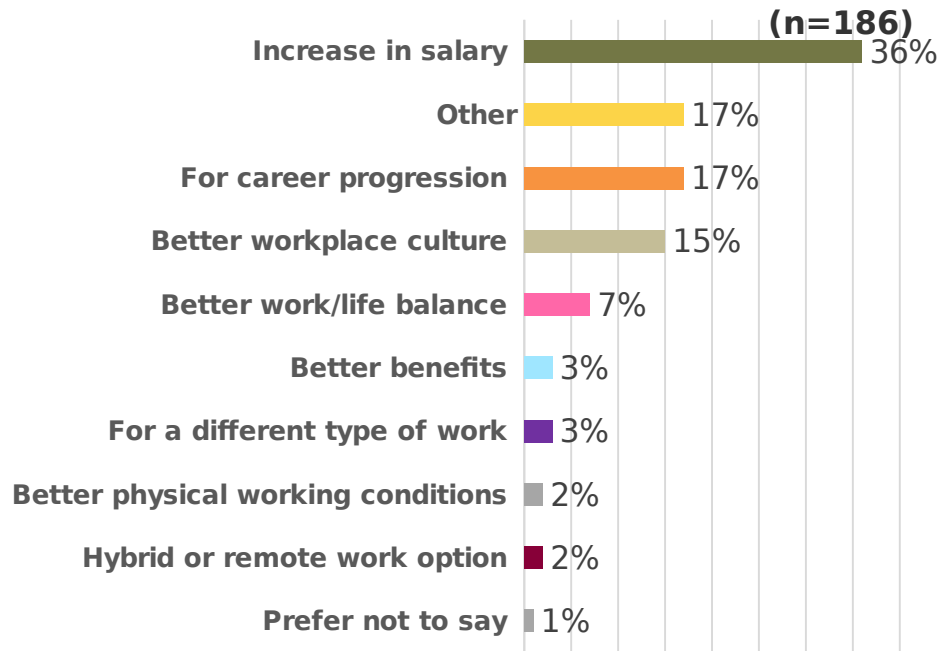


Reasons to Stay or Leave

Which option best describes your decision to stay:
(n=381)



Which option best describes your decision to leave:



Stay/Leave Differentiators

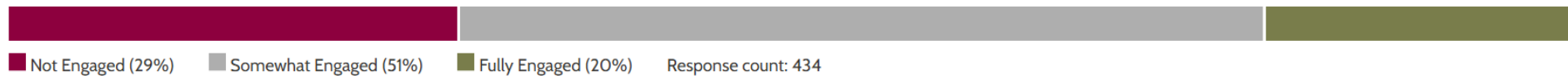
Survey questions with significant gaps between those who said they plan to stay vs. those who said they plan to leave.

- I feel that I personally contribute to my department's successes
- My supervisor provides constructive feedback on my job performance
- The leadership team in my department is sufficiently visible (e.g., can be seen in action)
- When changes are made in my department, they are usually for the better
- I feel that the City as a whole is managed well
- City leaders keep me informed about matters that affect me
- When changes are made in the City, they are usually for the better
- I have a good balance between my work life and my personal life
- I can report a suspected violation of any law, rule or regulation without fear

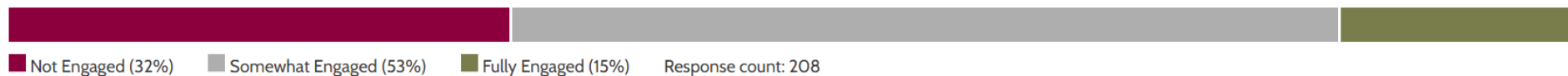
Results by Demographic Segment

Engagement Levels by Gender

1. Male



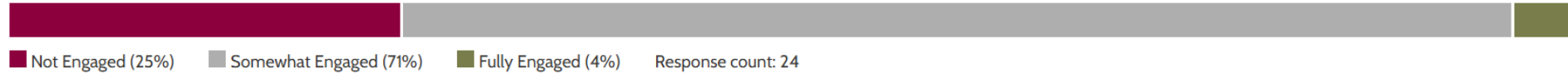
2. Female



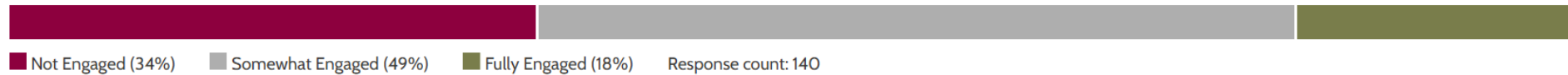
*Groups not listed did not receive at least 10 responses.

Engagement Levels by Age (1 of 2)

B. 20 to 24



C. 25 to 34



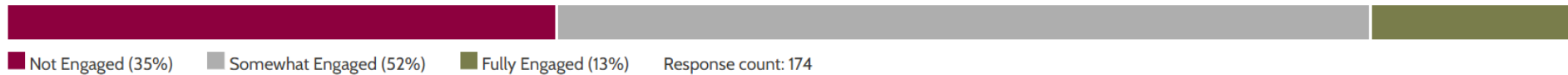
D. 35 to 44



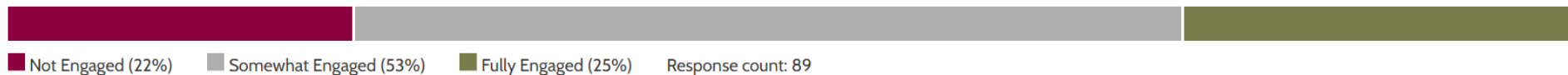
*Groups not listed did not receive at least 10 responses.

Engagement Levels by Age (2 of 2)

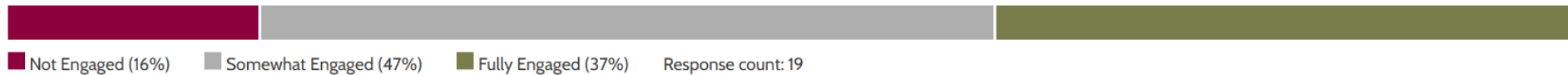
E. 45 to 54



F. 55 to 64



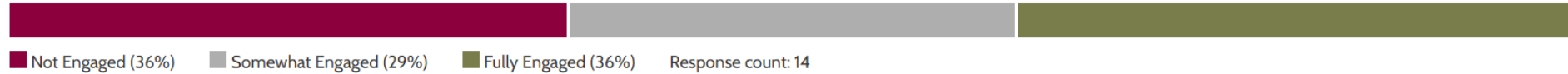
G. 65 or over



*Groups not listed did not receive at least 10 responses.

Engagement Levels by Race/Ethnicity

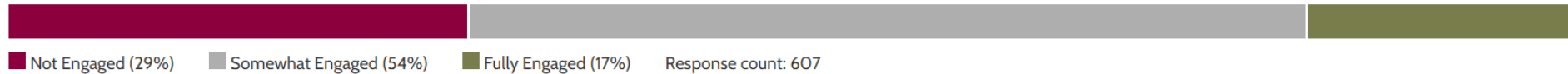
1. American Indian or Alaska Native



4. Hispanic, Latino, or Spanish origin



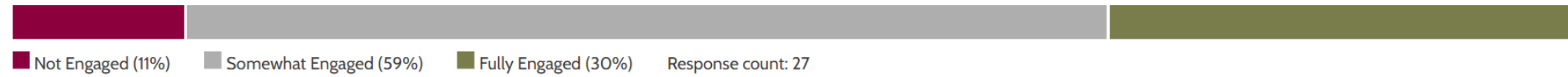
7. White



*Groups not listed did not receive at least 10 responses.

Engagement Levels by Tenure (1 of 2)

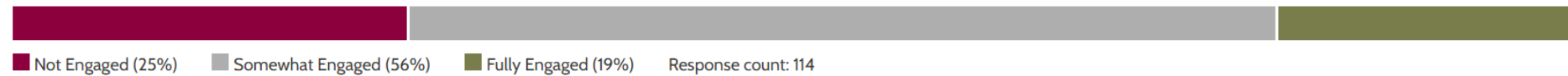
A. Less than 6 Months



B. 6 Months to 1 Year



C. 1 to 3 Years

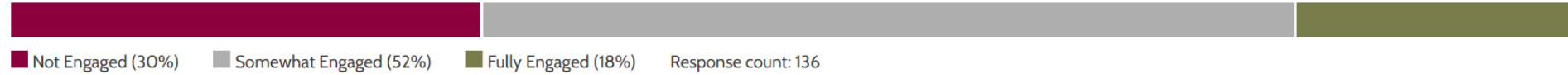


D. 3 to 5 Years

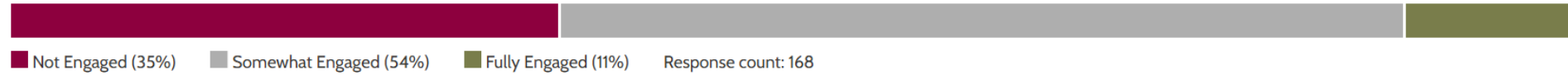


Engagement Levels by Tenure (2 of 2)

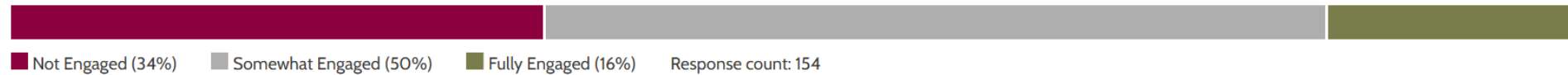
E. 5 to 10 Years



F. 10 to 20 Years

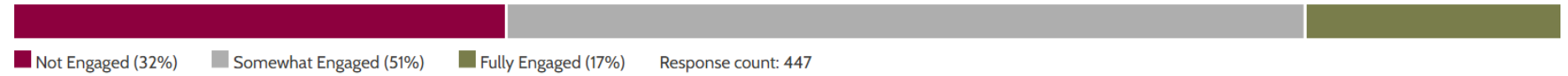


G. 20 Years or More

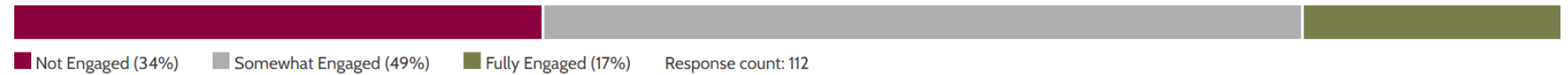


Engagement Levels by Status

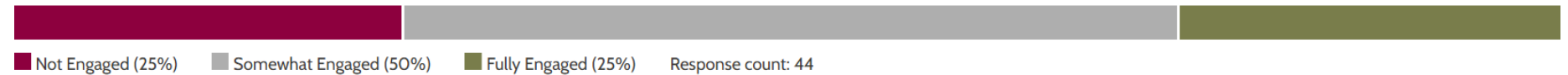
1. Employee: You do not supervise other employees



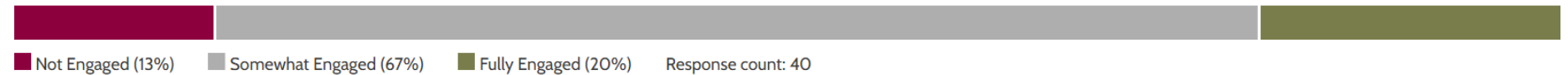
2. Supervisor: You are a supervisor who may be responsible for one or more of the following: giving direction on work projects, performance reviews, and leave approval



3. Manager: You may supervise one or more supervisors and be responsible for day to day operations



4. Senior Leader: You are the head of a department or division and a member of a leadership team





Contact Information

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